ISBN: 1508655081
ISBN-13: 978-1508655084

www.hackingsales.com

What Others Are Saying About Hacking Sales

“Companies that embrace technology and data in their sales process will build the world class sales organizations that win. Hacking Sales creates an actionable, cutting edge sales process that can scale with your sales org and the ever changing world of technology.”

-Mark Roberge, Chief Revenue Officer at Hubspot

“Max's sorted through the maelstrom of sales & marketing apps out there to cut through the clutter and show us some creative & practical ways to automate sales drudgery. Well done sir!”

-Aaron Ross, Built Outbound Sales at Salesforce. Co-founder of Predictable Revenue and Carb.io

“Hacking Sales succinctly shows sellers how to use new technology and sales tactics to up their game.”

-**Elay Cohen**, Former SVP of Sales Productivity at Salesforce. Co-founder and CEO of SalesHood

"Max has become a dominant force in the next wave of sales: the use of technology, training, and best practices to turn sales into a true science. Sales can truly now be hacked much in the way we learned in the last generation to hack marketing into a quantitative growth engine. Hacking Sales has uniquely captured these changes, bringing together sales thought leadership and leading next generation technologies to together quantify and scale sales dramatically faster than ever before. Kudos, and thank you, to Max."

-Jason Lemkin, Co-founder and ex-CEO at Echosign. Founder at SaaStr. Managing Director at Storm Ventures

“Traditional sales methods have not kept pace with how customers want to buy today. Sales technology is finally catching up to the market and Max has created the ultimate playbook on how to sell in this era of Sales Acceleration.”

-**Gary Swart**, Former CEO of oDesk. Partner at Polaris Partners

“Max is at the forefront of this new age of selling and has done a fantastic job in this book outlining the process of building and evolving a sales approach and process with tools, tips and techniques along the way. I recommend it to any Sales rep or Sales leader who is looking to play catch up or stay ahead of this ever-evolving profession we call Sales.”

-**John Barrows**, Leading Sales Trainer for Salesforce, LinkedIn, Zendesk, Marketo, Box, and many of world’s top tech sales organizations

“Max has packed this book full of actionable advice that will allow any sales professional to cut through the clutter and immediately improve results, by using proven techniques and tools. If you are an individual contributor or early stage founder looking to accelerate growth, reading this book will be the highest ROI you will get from your time today.”

-**Matt Cameron**, Former Global Head of Corporate Sales at Yammer. VP of Sales at Kahuna

"One lesson I learned early in my career is to never be satisfied. Whether you're the #1 sales rep at your company, recently received a promotion into management, or are the CEO of Fortune 500 company you can always be pushing harder and performing better. Hacking Sales is an education in the new era of sales that will help sales orgs grow and innovate in ways they didn’t know they could.”

-**Sam Blond**, VP of Sales at Zenefits, the fastest growing SaaS company in history

“Sales is undergoing such a major transformation; some would say so much that the profession may be at risk. Max has responded by starting a movement where sales professionals can share and learn from each other regularly through thought leadership, events, community and networking. This book is a critical must-have component to anyone who wants to stay ahead of this transformation."

-**Emmanuelle Skala,** VP of Sales at Influitive

“Finally! A single, consolidated playbook to help start-ups define their prospecting strategy and sales philosophy. Max breaks down the areas to consider and the tools to evaluate in helping you maximize your resources. A great read for any VP Sales who’s building their team out.”

-**Bill Binch**, VP of World Wide Sales at Marketo

"Max Altschuler and the Sales Hacker team are always on point. They remain at the forefront of knowing what's hip, what's now, and what's driving revenue for today's sales organizations. The tools and technologies explored in this book will bring you to the front of the line - on your sales team, in your industry, and at your bank." - Ralph Barsi, Sales Development leader, Achievers

-**Ralph Barsi**, Director of Sales Development at Achievers

“Over the last few years, the sales development field has strongly emerged as the biggest innovation to happen to the sales process. There are not many who are more educated on this than Max Altschuler. Max shares his insights here as one of the only real references you'll need to understand this emerging space. After a quick read, you'll be able to boost revenue for your business and double down on your knowledge of modern day selling.”

-**Kyle Porter**, Co-founder and CEO of SalesLoft

“Max has spent the last 3 years not only working in the trenches of B2B sales teams, he's also networked and collaborated with the most talented practitioners as part of his growing Sales Hacker movement. In this book, he has been gracious enough to share truly actionable strategies that just don't get written about it traditional cookie cutter sales books. For both sales leaders and salespeople, this is a must read.”

-**Tawheed Kader**, Founder and CEO of ToutApp

“I've been lucky to have a first row seat watching Max create a new school of sales over the past few years. His real world experience, constant optimization, and questioning of traditional sales norms has created the best practices in this book that are essential for any sales team.”

-**Jaspar Weir**, Co-founder and President at TaskUs

“Hacking Sales is the definitive guide to building a powerful sales machine that leverages the wide range of technology and data available today. Max has delivered a gift to sales reps and managers everywhere.”

-**Ryan Buckley**, Co-founder and Head of Sales at Scripted

As sales becomes more scientific, sales teams need to stay up to date on all the new technologies and processes. Max Altschuler knows them all!

-**Armando Mann**, VP of Sales at RelateIQ

Max is one of the original hackers and like all hackers he's full of tips and tricks for you to follow and swallow to master the game of sales. It doesn't matter how much experience you have selling, you will most certainly gain some new knowledge by reading this book. It is chock full of unique ideas and approaches for you to use. This is a must read for anyone just getting into sales.

-**Doug Landis**, VP of Sales Productivity at Box

Author's Note

The companies mentioned in this book are not in any way affiliated with Sales Hacker, Inc. I do not work for, invest in, or get paid by any of these companies. The companies listed are in no particular rank or order. I provide information and my opinion, but it's up to the reader to decide which companies to do business with and what process to follow.

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Introduction

Why Sales, Why Now?

The world of sales is blowing up. It's a $500 billion dollar industry that employs over 15 million people in the US alone. Salesforce, a sales technology company, may soon be doing $10 billion in ARR. For reference, that's what the NFL made in revenue in 2014.

Sales itself is undergoing a transformation. One could call it the acceleration or automation era. There is more financial investment in sales, and more talented people are choosing careers in sales than ever before. The Ivy Leaguers that would once jump straight to finance jobs at Goldman Sachs are getting into the sales game instead. Big venture capital firms are funding sales automation and acceleration start-ups. There are more cash-rich companies in the space with capital to spend on natural acquisitions than ever before. It's a good time to be in sales.

Business executives are realizing that a good sales team will make or break your business. Here's a quote from Peter Thiel's lecture on distribution, given in his Stanford computer science class. Peter is one of Silicon Valley's most outspoken angel investors.

> *The first thing to do is to dispel the belief that the best product always wins. There is a rich history of instances where the best product did not, in fact, win. Nikola Tesla invented the alternating current electrical supply system. It was, for a variety of reasons, technologically*

> *better than the direct current system that Thomas Edison developed. Tesla was the better scientist. But Edison was the better businessman, and he went on to start GE. Interestingly, Tesla later developed the idea of radio transmission. But Marconi took it from him and then won the Nobel Prize. Inspiration isn't all that counts. The best product may not win.*
>
> –Peter Thiel *CS183 - Class 9*

That's from someone who's been a part of some of the most successful tech companies of the past two decades (PayPal, Facebook, Yelp, Palantir, and many more), is worth over $2 billion, and comes from a product background.

Sales is in everything you do. If you still don't think it's an important skill, just look at anyone who's ever been President of the United States—or anyone who's ever been a politician in general. They are all true salesmen at heart.

Yet with all of these facts, only a handful of colleges offer degrees in sales and most MBA programs don't offer a single sales class. That's why I'm writing this book.

So much is changing, and there are so many new things to take advantage of as a modern-day salesperson. So today, consider this your enrollment—the beginning of your degree in modern sales. I call it Sales Hacking.

Who This Book Is For

This book was written for anyone who is in a selling role. To be more specific, this book is for:

- The individual reps who want to get ahead of their peers and be at the top of their organization
- The early sales hire that has to sell and create a process as he goes
- The early-stage company with a co-founding team looking to build out a sales process that they can then bring in experienced salespeople to run
- Anyone building a sales process in which you sell to an entity, such as business, government, and so on.

Where This Book Fits In

- Your company has a sales process, but it was built in the Prohibition Era.
- You have a process and you're crushing it, but you're working too hard.
- You have product market fit, and some paying customers—Now what?

What This Book Is Not

- Start-up Sales 101. I am not here to help you get product market fit, validate ideas, give you lean start-up methodology, etc. Want more of this? **Steli Efti** has a great short book on this that I recommend.
- The answer to all of your problems. You're still going to have to figure out what works for your individual business. Every one of them is different. I can give you the guidance you need to figure those things out on your own though, and that's extremely valuable.
- A guide on how to hire, train, and manage teams. I'm here to help the sellers, hunters, and deal-closers.

Having a process, even if it's weak, is extremely important. Without it you're disorganized and disjointed. If you're not tracking and measuring, then how are you supposed to get better? A process is *always* a work-in-progress, no matter how good the results. The best assets of sales teams and salespeople are great organizational and analytical skills. Companies that figure this out early, and build a strong and streamlined engine, will surpass their competitors. Reps that figure this out will out-sell their peers.

This book was made to help you build a strong foundation. Specifically, this book will help you to do the following:

- Build pipeline in a repeatable and scalable manner that can be refined and enhanced over time
- Close deals faster and nurture leads properly
- Take advantage of all of the new technologies that make it possible to be more efficient

This book can be used at any stage of a B2B business. Some companies will use this book later on to strengthen an existing business. Some will use it early and build from scratch. Consider this your guidebook.

A lot of books claim to have all of the answers, but that's ridiculous. In the end, all companies are made differently. Different variables such as industry, country, deal size, deal cycle, and target buyers affect outcomes greatly.

While I don't promise to serve you the answers on a silver platter, I will put you on the path to find them for your company. I'll talk about problems and solutions as generally as possible, just know that parts of the process vary greatly for different companies. One example is Salesloft's cadence, which I'll explain later in the book, this cadence may be drastically different from what yours should be for many reasons. What they do may not work for you. Take this book as a guide, but don't blindly follow. Always test and optimize to find what's right for you.

Most of the book will focus on outbound sales. However, much of this advice will work for inbound sales as well, for example segmenting, messaging, and lead research are relevant to both.

Regardless of how much inbound you have, you should be doing some level of outbound. Always hunt. If your inbound is good you'll have cash to pay the base salary for an outbound hunter. If people come to you and want your services, others that haven't found you might show the same interest, right? Go upstream, aim high, and go get them!

Visit HackingSales.com at any time for more resources and bonus material on each section.

Chapter 1: Developing Your Sales Stack

Where Do I Start?

First, you need to understand the process from a bird's-eye view. A sales process is a repeatable and scalable system in which you engage potential buyers and facilitate them through the stages of your pipeline. This process runs from the top of the funnel down to the hand-off after they've signed the contract. There's a ton that goes into this pipeline development, which I'll get into shortly.

Two things to ask yourself are: What stages of the pipeline matter most to you? What are the milestones you'd like to hit along the way? Don't make too many stages as it can get confusing as you scale.

It might look something like this:

CONTACTED > QUALIFIED > DEMO > PROPOSAL > CLOSED

I recommend that each stage have its own checklist. For example, in the "Close" stage, make sure you ask for referrals.

The main things that matter when managing a pipeline are:

- Total number of deals in the pipeline
- Average deal size
- Percent of deals that move from stage to stage until close

- Average time a deal stays in the pipeline

You'll want to find baseline numbers to measure each stage of the sales process. Be extremely diligent about staying on top of these numbers as deals move from stage to stage. Using a good Customer Relationship Management (CRM) tool should help you to keep tabs on the health of your pipeline. I suggest a few CRMs later in this book.

At the end of the day, it all starts with leads. This is why outbound along with a good lead generation/prospecting process, is so important.

- More leads at the top of the funnel will result in better numbers at the bottom.
- Targeted leads at the top of the funnel result in better, faster results. These target leads are also known as your low-hanging fruit.

Aaron Ross, who created the outbound sales model at Salesforce, talks about the various lead types in his highly recommended and bestselling book, ***Predictable Revenue***. He breaks down theses leads into three categories: Seeds, Nets, and Spears.

To quote Aaron,

- ***Seeds*** *are word-of-mouth leads, usually from prior relationships or happy customers. These are how companies get started and where most of your first customers come from.*

    - ***Pros:*** *Highly profitable, word-of-mouth leads are the fastest to close and have the highest win rates. There's nothing better!*
    - ***Cons:*** *It's almost impossible to proactively grow them. You just have to do your best and be patient.*
- ***Nets*** *are your marketing leads, such as internet marketing, events, webinars, white papers, advertising, and the like. You're casting a wide net, so this is about quantity over quality.*
    - ***Pros:*** *Easy to generate. Some kinds of marketing programs are scalable, you can generate leads from everlasting content, and they are highly measurable. There are ways to generate leads at almost no cost.*
    - ***Cons:*** *Not sure what will work, most leads aren't a fit, low conversion rates, mostly individuals / small businesses, small order sizes, a lot of cost and effort to build, optimize, and maintain.*
- ***Spears*** *are when you have salespeople or business development people reaching out to specific targets, lists, or kinds of companies. It's a specific, targeted approach, driven by a human, with a goal of quality over quantity (the reverse of marketing Nets).... To be effective and scalable, you need a team of dedicated reps who only prospect—they don't close, manage accounts, or respond to inbound leads.*
    - ***Pros:*** *Very predictable results, enables a very targeted approach to ideal prospects at executive levels, fast is-it-working-or-not feedback cycle, creates a pool of sales talent.*
    - ***Cons:*** *Not profitable for small deals or customers, hard for old school companies to get the culture right (must avoid boiler room mentality), may be*

hard to get executive commitment to specialize and hire dedicated prospectors.

Good leads are a good start, but then it's all about how you guide them through your pipeline. Consider a streamlined process, which will act as lubrication for your pipeline. This lubrication consists of automation and acceleration tools, outsourced help, and all sorts of tactical and strategic sales hacks to speed things up.

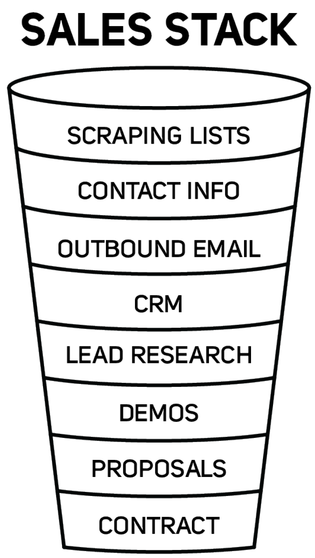
A good sales process is science, and science is the new art.

What's Your Sales Stack?

Developers and marketers have had their stacks for years. Developers have had the benefit of being able to build their own, and marketing has been fairly technical for a while now. Finally today there are enough sales tools for salespeople to build their own stack of technology.

The great thing about these new tools is that they connect in various ways. I use a series of API integrations, manual virtual assistant work, and spreadsheets to piece it together. You can think of your stack as your sales tool belt.

Here's what a sales stack can look like:



Now, there are many different ways to build a sales stack, and plenty of tools you can take advantage of for each piece. Some of the tools I'll mention in this book do very similar things, and you don't have to use just one. I use multiple e-mail grabbing tools in my sales stack.

I recommend finding the best subset of tools for your business, and making sure to be diligent about connecting them properly. You can try out integration tools like Zapier, IFTTT, or Bedrock Data if you need help. The less you have to do manually, the more efficient you will be.

"In a modern sales organization, leads and lead data span multiple applications. Being able to properly integrate the tools used to work a sales pipeline from start to finish is a must."

–Wade Foster, CEO of Zapier

At the end of the day, you can have all of the technology in the world, but if you don't know how to use it you're not going to get very far.

Okay, now that we've got that out of the way, let's get into the good stuff.

Chapter 2: List Building – Part 1: Where Are Your Customers?

Finding Your Ideal Customer Profile

Building strong lists to generate leads at the top of the funnel is arguably the most important piece of your process. Without leads or nets, as Aaron Ross calls them, you have nothing. So start where your customers are. This is also called finding your ideal customer profile.

Here are a few questions you might want to ask yourself to jump-start this process:

- What products are my customers using that I compete with, complement, or might translate to interest in my product?
    - E.g. If you have a Mailchimp-style service, you want to speak to Mailchimp customers.
    - E.g. If potential customers are running Facebook Ads, they might also be interested in Ad Optimization or Analytics software.

- Where are these people living on the web?
    - E.g. Someone interested in your E-commerce service might have a store hosted on Shopify or built with Magento.
    - Eg.. If you want to find people to create courses online, go find people who have already created content on the subject in book form and are selling it on Amazon. Then convince them to try video content.

- What do I consider my low-hanging fruit?
  - These are the people already doing what you want them to do, just somewhere else.
  - E.g. Someone buying or selling a service on Craigslist that your company provides. It's easier to get the person to use you over Craigslist than to create a new buyer/seller from scratch. Pinterest has emerged as another way to source potential customers that are already playing ball.
  - E.g. You're going after their budget focused on ad-spend and you see that a potential buyer has a testimonial on a competing company's website. You know they have budget and are already spending it somewhere else. Time to go get your slice or even the whole pie!

- What can I decipher from my previous closed deals that I can use in new ones?
  - You keep closing deals with companies, so take a moment to ask yourself, what do these companies have in common and how can I apply this when speaking to companies with the same common variables?

Some good places to look for information about potential buyers are:

- LinkedIn and Facebook groups
- Meetup
- Industry conference websites
- Trade association forums and directories
- Job boards like Indeed, LinkedIn, etc.
- Public Legal Fillings

- CrunchBase
- AngelList
- Glassdoor
- Yelp
- Shopify
- Etsy
- Kickstarter
- Any company database or marketplace

Once you have this information down, you finally know where to start looking for leads. We're going to start with getting company information first.

Easy, Non-Technical Web Scraping

Two pieces of software I like to use for scraping lists off the internet are Import.io and Kimono Labs. Since I am not a developer, I need to take advantage of tools that allow me to scrape without using any code and that's what these tools do. If you have a developer on staff with some free time (but get real, how often does that happen?), by all means, have him build you a scraper with more functionality. For most sales hackers, either of these tools is all you need.

Kimono Labs

Kimono can be used in the lead generation stage of the sales process, enabling reps to build massive lists of leads and collect e-mails or names of potential leads by crawling various websites, such as marketplaces or company websites.

Pratap Ranade, Kimono Labs CEO, says:

> *The problem is that useful data on the web is (a) scattered across websites and is semi-structured or unstructured, (b) this data changes sporadically, (c) it is not available programmatically. Kimono enables anyone (developers and non-developers) to turn websites into structured APIs (updated feeds of structured data), enabling users to collect data at scale, keep it up to date and use it to automate their workflows with very little effort.*

Reps can use Kimono with full contact to collect more information about a particular lead based on his or her e-mail address, then use mail merge products to send canned e-mails to the list. Reps and managers also use Kimono to feed updated data into the CRM.

Justin Wilcox of Customer Development Labs uses Kimono and Streak to get e-mail addresses and reach out to large numbers of leads with effective cold e-mails. You can read the full blog post here: **How to send cold e-mails**.

Import.io

Import.io also sits right at the beginning of the sales process when you're generating mass amounts of leads. It is important that, as an organization, you have product market fit and that your sales or marketing team can clearly articulate what a target customer looks like, so they can know where to find information about these people or organizations on the web.

Import.io is general platform for accessing data on the web. It was not specifically designed for lead generation.

Nevertheless, advanced sales and marketing people discovered the technology, started using it for lead generation, and began writing about the success that they were having. Lead generation is a perfect use of the technology.

For simply getting data into an ordered, usable format, Google Sheets is a great tool to use in conjunction with Import.io. In addition, data extracted from the web using Import.io can also be imported into Salesforce or any other lead management or sales pipeline software.

Import.io Use Case:

Andrew Fogg, Chief Data Officer at Import.io. explains how to use the software:

> *This approach was developed by some of Import.io's earliest users, and it is both ingenious and simple:*
>
> 1. *Find a website where your ideal user can be found.*
> 2. *Build an API to that website (using Import.io, naturally) and extract as much data about each lead as you can.*
> 3. *Pull that data into a spreadsheet.*
>
> *That's it. Three simple steps and it takes about 10 minutes, after which you will have thousands of quality leads to work with.*
>
> *Now let's look at each of those steps in a bit more detail. To help you visualize how this can work for your business, I'm going to walk you through an example.*

Let's imagine that I'm in commercial real estate and want to talk to real estate brokers.

Step 1: Find your ideal user

The first step will require a little bit of imagination and thinking on your part. Where your ideal user can be found of course depends on who that person is. You'll probably need to spend some time getting to know your users and looking around the web to see where they hang out. Is it a forum? A professional association? Are they on social media?

The key here is to be as specific as possible when defining your ideal user (lead). The more specific you are, the more targeted your messaging can be. In our real estate example, I am going to use a real estate listing site in New York City. If I click through to one of those properties I can see the broker's name, e-mail (as a link from his name), and phone number—that's the data I'm after!

Step 2 & 3: Extract the data and get it in a spreadsheet

I've combined steps 2 and 3 together here, because they are closely tied to the same process.

To get this data I could use a number of different options. The simplest way to do this is to build a ***Crawler****, which will then go to each part of the site and pull data from all the pages that match the ones I train it on. This means I will end up with a big list of names and contact information, which I can export into Excel, CSV or Google Sheets.*

That's great, but Crawlers only create static data sets, which means that to get new data from this site I would have to re-crawl the whole site—and that would take a while. Instead, I can do something a tad more complicated by building an ***Extractor*** *to one page. Then I use the URL pattern of that page to generate all the other URLs for that site and use this batch* search ***Google Sheet*** *to pass all of those URLs through the Extractor. This has the benefit of being able to quickly refresh whenever I need to.*

A quick note about getting the e-mail addresses: you'll notice, if you visit the page, that the e-mail address is displayed as a link to the estate agent's name. When I map this data, I need to make sure I map it as a link. It may look like I've only mapped his name, but when I export the data into Excel or Google Sheets, I will get one column with his name and another column with the text of the link—in this case his e-mail address.

In this particular example, I would also need to do a bit of data cleansing, because many of the properties are being sold by the same real *estate agent so I am likely to end up with a lot of duplicates. This is easily done in either Excel/Google Sheets or most mass e-mailing software like MailChimp.*

Now, sometimes these tools will only help you get a portion of the lists you need built, but they're a good start. This information can springboard you into getting the rest of the list built quickly using the tools in the next chapters. If you don't get contact information, like in the previous real estate example, you'll be able to use the information you do get to find the rest of the information later on.

Deeper Insights On Your Competitor's Customers

These services make it really easy for you to go after buyers that are already using competing or complementary products. For example, if Mailchimp users fit in to your Ideal Customer Profile, then you should use one of these services to go after those customers. It's up to you to turn them into new customers.

Datanyze

Datanyze fits into the first half of the sales cycle by helping sales development reps book more opportunities. Using the platform, reps can uncover new high-potential companies to reach out to, find the right contacts, and get their e-mail addresses, all in one shot.

Outside of sales prospecting, a lot of companies use Datanyze to retain their own customers. Customer success teams can get notified the day one of their customers has added a competitor's technology. This enables them to reach out to that customer before it's too late.

Datanyze integrates with Salesforce and syncs their technology and company data with any or all lead, account, contact, and opportunity records. This helps reps quickly identify which prospects are worth reaching out to right within their Salesforce account.

Ilya Semin, CEO of Datanyze says:

> *Personalization is everything when doing outreach. Don't just reach out to a prospect that uses a*

competitor and say you have a similar product. Address your key differentiators and show them that you're willing to go the extra mile to get their attention.

Datanyze Use Case

KISSmetrics' sales reps use Datanyze Alerts to receive a daily summary of every website that has dropped a competitor's technology or added a technology that integrates with KISSmetrics. This enables them to get in touch with prospects that have a high potential to purchase their product. These are key buying signals that allow the reps to act quickly.

BuiltWith

BuiltWith allows you to see all websites that are using certain web-based services or integrations so you can easily create lead lists with the information.

Start creating your lead list by choosing the technology you're interested in. BuiltWith will come back with a list of all the sites on the internet using your chosen technology.

You can then customize your list by sorting and filtering as much as you need. The options for filtering your list include (but are not limited to):

- Location—down to postcode/ZIP
- Traffic Ranking
- People—names and titles of people at the business
- Company Names
- Vertical—shopping/forums/software
- Top Level Domains (TLD)—.com .uk .de

- Telephone numbers
- E-mail addresses
- Other technologies—find websites in your lead list that are using particular premium technologies

BuiltWith also allows you to get actual names, titles, and e-mails of people at companies. They claim to have seven plus years of historical data, and they've built a comprehensive contact and e-mail list providing users with the ability to see qualified e-mails for businesses where they've found titles and have known e-mail addresses for the company.

If you sign up for a paid plan, BuiltWith will pass their technology data into your Salesforce account so you can further qualify your leads.

BuiltWith Use Case

J. Ryan Williams leads the SDR team at Adroll and was one of their first sales reps back in 2011. An integral part of their sales growth was due to their clever use of BuiltWith's services. Adroll knew their Ideal Customer Profile was e-commerce stores, so J. Ryan used BuiltWith to tell him which sites were built using Magento. Magento is an e-commerce software platform that allows shop owners to quickly build a store online.

Other options to check out are iDataLabs**,** **Mixrank** and **SimilarWeb**.

Targeting Key Executives, Influencers, and High-Potential Buyers

In some cases you'll want to find an individual key player to target. Try these options to target based on social media and add them to your lists.

Followerwonk

Followerwonk is a social analytics tool for Twitter**.** It has many features, but one of the most popular use cases for business is "audience targeting."

By analyzing the top followers of any brand, or even your competitors, you can find highly qualified prospects, leads, or engagement opportunities. Followerwonk calculates the "Social Authority" of each Twitter account, so you can sort by the most influential people in each space.

Followerwonk Use Case

At Udemy they use Followerwonk to target people with certain words in their bios. If we wanted to find PHP experts to teach a programming course, we could use the bio search function to search Twitter bios for PHP. It was a great way for us to engage with and understand the players in the space. The best part was that we could sort by the number of followers they had and go after the ones with the biggest reach. Getting content on board was a win, but getting someone with a pre-existing audience was an even bigger win, as they would likely promote to that audience and turn them into Udemy students.

Little Bird

Little Bird helps you find influencers using certain keywords, see which potential buyers to connect with, and see who’s connecting with your competitors. Similar to Followerwonk, you can easily use Little Bird to search Twitter for potential buyers based on criteria you create, such as company, location, follow-count, keywords, etc.

Little Bird can actually be used in many stages of the sales process. It can be used in the Lead Research phase when preparing for a sales call. Maybe you’d like to understand a business's ecosystem and the people who influence it. The Little Bird team itself uses the product to identify the people, publications, and business that matter to understand the space/players better on their initial discovery call. With this data in hand they have been able to qualify twice as many leads into sales opportunities.

Little Bird can also be used in the Lead Nurturing stage. By using the share and engage feature you can monitor trends in the space and leverage the information before other people do. You’ll be positioned as the expert, be more consultative in your sale, and take the competitive advantage in the deal.

With Little Bird’s API, you can pull data out of existing CRM systems, push it into Little Bird, and identify the influencers that cross multiple customer and prospect databases. This helps you and your marketing organization prioritize your efforts on relationship building.

Chapter 3: List Building – Part 2: Targeting Your High-Potential Buyer

Company Databases

So now you've built your lists by finding out where your Ideal Customer Profiles (ICPs) live on the internet. The next step is to find relevant company information at scale, so you know which ones are worth reaching out to first or are worth reaching out to with a higher degree of personalization. You'll also use this to further segment your lists later on.

There are plenty of databases out there for you to use to inquire about these companies. Things to look for might include:

- Amount of money raised to date
- Timing of last round raised
- Employee head count
- New employees recently added
- Job titles and new titles added
- Company headquarters
- PR announcements, like product, funding, key hires, or partnerships
- Legal filings

This is also how you tell your whales from your fish and the difference between who is ready and who is not. Again, keep refining your ICP until you have a core audience or perfect profile. Low-hanging fruit can be your easy wide-open layups. You just need to know what they look like.

Let’s get into some of your best options for company information databases.

CrunchBase and AngelList

These are your free and simple sources for the information you need on tech companies from Pre-Seed to Post-IPO/Exit. Both CrunchBase and AngelList have APIs you can use, which are good, but still somewhat limited as they don’t want you to rip their entire databases. If you’re somewhat technical in basic Ruby or Python, or think you can learn quickly, check out COO of Scripted, Ryan Buckley’s blog posts on Scraping CrunchBase.

If you’re not too technical, you can use the non-technical web scraping tools previously mentioned (Import.io and Kimono Labs), to scrape the information you require. Supplement this with virtual assistants and you’ll have everything you need to start building massive lists in one shot.

Glassdoor is also a good place to get company data.

Mattermark

Mattermark is a way of sourcing, analyzing, and tracking private companies around the world. By using the wealth of data they have on companies; using proprietary information such as a "Growth Score" or "Mindshare Score," allows B2B sales professionals to identify more readily potential private companies they would like to do business with.

Mattermark provides a feed into any user's instance of Salesforce, giving them the ability to leverage the data in their CRM. You can connect your LinkedIn account to see how your first-level connections are connected to the people in the private companies you have called up on Mattermark. This is a great way of getting warm introductions to these private firms.

They also have an API feed that a number of Mattermark users leverage to populate other tools and platforms they may be using internally.

Spiderbook

Spiderbook helps identify prospects and leads, and sits pre-CRM. Outside of your normal use case of lead generation, Spiderbook can also identify companies that will partner with you in the sales process, who to use for references, and what your competitive landscape looks like.

Spiderbook worked with an Enterprise IT Asset Management company called Oomnitza, who have a small inside sales team of three people. Oomnitza tried Hoovers, but the data was junk, so they moved to prospecting on LinkedIn manually, which was their most successful process until that point, with 3% conversions to demos set up. Spiderbook took their seed information like current customers, partners, suppliers, and product profile and matched it with customers online, which generated highly targeted lists. Add in personalized messaging and they went from 3% to 27% conversions to demos set up. Obviously that increase in demos could lead to a massive increase in revenue with the same team and sales process.

Aman Naimat, the CEO of Spiderbook, says:

No matter how good the leads are that we generate, you still need a four- to eight-touch sales process that is efficient and personalized. Even the perfect lead will fail if you don't follow a rigorous process and don't utilize relevant content to personalize the messaging.

Top-Down and Bottom-Up Targeting

The next step is finding out who in the organization you'll need to target. If you're just starting off this is a bit harder. Some industries make it a no-brainer. Selling in the digital ad space? You probably can derive from the market that you'll need to talk to the VP/Head of Digital Marketing. Selling sponsorships to in-person events? You can probably aim directly for the Field Marketing Manager.

These are your ideal customer profiles. In the case where you can't immediately figure this out, you'll employ either Top-Down or Bottom-Up outreach.

Top-Down

Aim for the highest person on that side of the organization that you can find. If it's someone in Marketing you want to speak with, but you don't know who, then reach out to the VP of Marketing or the CMO. You should *very* briefly introduce your product or product area, and ask to be introduced to the appropriate person. Below is an example of such an e-mail.

Subject: Appropriate Person
Or Subject: Referral Request

Hi [First name],

I see you work at [company] and was wondering if you could put me in touch with the person responsible for [X product value].

Many thanks for your help,
[Your name]

That’s it.

A last ditch effort can be made to reach out to the CEO, but I would start with the highest person on that individual silo within the company.

This tends to work for two reasons:

1. The person you are e-mailing is not responding to you, they’re introducing you to someone who will. The work on their part is minimal. Make the e-mail super short and to the point—and the point is getting the introduction, not pitching the product.
2. When the recipient receives the introduction, it’s coming from their boss. Usually if their boss tells them to do something, they’ll do it. They won’t even ask for context most of the time.

This tactic and email has been widely spread, so beware that it’s losing its effectiveness. You’ll need to find ways to be more creative when working the Top-Down approach.

Bottom-Up

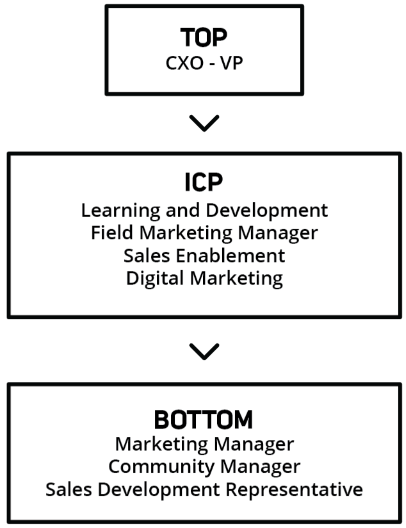
If the organization is larger, you can come at it from a different angle. Lists are so easy to build these days that it’s worth a couple templated e-mails. This approach only works if it’s a product that would be used company-wide or with somewhat junior people, like software sales. If it’s a product like Domo, made for the CEO, it’s probably not going to work.

Start by targeting a few junior employees and selling them on the fact that they can be champions for the product. They’ll out-perform their peers and when the bosses ask how, they can plug the product to the team as the fastest way to earn a raise or promotion.

Farlan Dowell, VP of Sales at Upsight, spoke about this at a recent Sales Hacker Series event. He calls this the act of “becoming a hero maker,” meaning, make the internal champion a hero by being the guy who brings on the amazing new product and proves it out for the team.

You can think of Bottom-Up almost like entering a parasite that infects the rest of the organization. I’ve heard reps say things to their bosses like, “If the company doesn’t pay for this, I’ll come out of pocket and by a one seat license myself.” In this case, the rep knows that it’s helping him close deals, hit quota, and make more money. If it costs him $39 per-month out of pocket, it’s definitely worth it.

If you can do a good job at flipping these champions, odds are you’ll have the full attention of the right decision maker in no time. It’s a lot easier to get these junior employees started on free trials than it is to get in immediately with the VP.



Lean on Your Industry Allies

Again, if you've already landed a few deals, this makes things a lot easier. My advice is to segment your past deals based on company size or deal size, and see if there are any common paths you've navigated within their organizational chart. Going through past deals allows you to figure out who you might have spoken to at a similar organization, and then gives you a potential job title to look out for at the new target company.

You can also reach out to or make friends at companies that are selling their products to similar companies, but are not your competitors.

Recently, I had the pleasure of meeting with the founder of VideoGenie, Justin Nassiri, and his first salesperson, Jake. They weren't sure who to target in their outreach to Fortune 1000 companies. They had no past data to look through, as these would be their first big accounts. I received an intro to them through the team at SocialChorus and recognized that they were selling to a similar market, but with very different and non-competing products. I simply recommended that the two teams share contacts for accounts, because it's a win-win-win. Don't be afraid to contact the peers in your industry to ask for help.

SellerCrowd

SellerCrowd is an anonymous forum that allows people in Ad Tech to exchange information to target companies and accounts. For example, if you're looking to sell digital media to Nike you can ask the forum who to speak to at Nike. You should get back a pretty informational response. You may even get contact information. We're still waiting for someone to do this for SaaS (Software as a Serivce)—could it be you?

LinkedIn Sales Navigator

I had a premium Sales Plus account and recently moved over to the Sales Navigator account. I use LinkedIn to get insights on company information, and then drill deep into job titles and employee backgrounds. For example, it's great to be able to quickly find the profiles of all employees that are Director-level, in Sales, have four plus years at the company, and are located in Dublin.

LinkedIn Sales Navigator finally gives you the LinkedIn user experience sales prospecting has been looking for. I have a team of virtual assistants that do my LinkedIn prospecting for me based on the direction I provide them, and this new format of lead searching should increase their numbers dramatically.

Another new feature is adding them to a leads list, as opposed to starring the contact as you would previously on LinkedIn. Once there, I can go back and InMail them, or export their e-mail using Datanyze or Saleloft, then contact them in multiple different ways over time.

LinkedIn is still the number one source for up-to-date information, so these new features go a long way in making it easier to search and sort through it all. I don't know why they didn't do it sooner. It's just one more step in LinkedIn's march to become your one and only CRM.

Using Twitter to Generate Warm Leads

Industry experts use the term "social selling" for when social media became big and salespeople who adjusted and embraced social became masters of generating new leads.

Well, now there's a new tool out there that automates most of this.

Socedo

Socedo allows you to pick conversations, keywords, hashtags, and handles to track prospects. Just set up prospect search criteria, Socedo selects accounts across Twitter that might be relevant to you, then you approve the prospects they've selected.

Once you have your list of prospects, Socedo favorites a recent tweet of theirs. An hour later they follow the prospect. When the prospect follows you back, they send a direct message using the prospect's first name, a reference to his or her tweet, and a CTA. This CTA is trackable and the entire flow, including the direct message, is customizable.

Socedo integrates directly with **Marketo** and **Salesforce** to track leads that are generated from social media further down the funnel. They also recommend using a social media management tool like **Buffer**, **HootSuite**, or **SproutSocial** to track conversations.

CEO of Socedo, Aseem Badshah, adds:

> *It's important to spend time coming up with some really good keywords that will help you find your target customers. Think about what* they *are tweeting about instead of what you or your competitors are tweeting about. What events do they attend? Who do they retweet? What do they read? The prospect search criteria takes some time, but it is crucial to your success no matter how you prospect.*

The team at Tallwave, for example, is using Socedo with an individual business development rep to look for start-up founders on Twitter, and then using the automated messaging to ask if the prospect would be interested in sharing more about their business. From there a call is set up and the rep can fill his day with qualified warm sales calls. They're setting up meetings this way more than through their outbound e-mail campaigns.

Visit HackingSales.com/Resources for more information on finding your Ideal Customer Profile and list building.

Chapter 4: Contact Information

Ok, now we're moving.

You have all of the information you could possibly need to build highly targeted lists of your potential buyers. You have potential targets at all levels within the companies, both ICP, top-down, and bottom-up. You have company names, job titles, and other attributes. The only thing you're missing now is their contact information, which is a really important piece of the puzzle.

Remove Duplicates Early On

Before you start getting contact information, you've probably built up quite a few lists from sources all over the Internet using the tactics from previous chapters in this book. That means you probably have a handful of duplicates on your lists. You don't want to go out collecting contact information while you still have duplicates, as you shouldn't waste time or resources getting e-mail addresses for the same person multiple times. Let's quickly remove duplicates from your lists.

My favorite way to do this is to use Google Sheets. They just released new Add-ons you can install easily from your Google Sheet.

Just click Add-ons in the navigation bar where File and Edit are, and find the Add-on called Remove Duplicates. Once you have that Add-on, put all of the sheets together on a master sheet. Then open Remove Duplicates and run the program to delete duplicate cells.

If your lists are already segmented and you want to keep them separate, create the master sheet and run the program, but don't allow it to delete duplicates. Instead, ask the program to highlight the duplicate and the original cells in green, then manually delete from one of the lists.

You also might want to check your current CRM for accounts that you're already talking to. The process for doing this is different with all CRMs, but you can usually pull a report, add it to the document, and remove duplicates (both from the original and from your CRM). You won't need to find the e-mail addresses if you already have them, so it should save you some time and money.

All of these minor, trainable tasks are perfect assignments for a virtual assistant to handle. I'll get to that in a bit.

Ok, now you're ready to generate contact information. There's no secret sauce as far as information goes. An e-mail address is number one. If you can get a direct phone number, that's good too.

Toofr

This is the best tool I've seen for building a massive list, as long as you can get a first name, last name, and domain name first. They can verify or find thousands of e-mails at a time. Just upload the .csv and then pull out the export file. This is big for lowering bounce rates, which can set off spam triggers and mess up the effectiveness of your e-mail campaigns.

For example, let's say my goal is to contact the VP of Marketing at 200 target companies that have just closed B round and are on CrunchBase. I can scrape the company information (first name, last name, domain) into a .csv using the tools from earlier in the book and upload that neatly organized .csv directly into Toofr. The final result should be a nice little .csv with verified e-mail addresses alongside the information I imported. The data comes from multiple sources and is usually double- or triple-verified, so it's pretty accurate.

According to the business development team at **Looker**, Toofr saves them between 30 and 40 hours of manual research every week depending on the number of people they are researching (normally about 1,000 per week).

Ryan Buckley, the CEO of Toofr, has some advice on getting the most out of your lists: "Get in a regular cadence with it. The most successful e-mail campaigns are honed over time. Test your subject lines and calls-to-action. Every list is different."

SalesLoft

SalesLoft is great for prospecting directly from LinkedIn, which means you have a target individual in mind and need his or her full contact information. I find this most helpful when I have a company and job title but I don't know the person's name that I'm looking for. Using LinkedIn's new Sales Navigator, I can now easily search LinkedIn for these contacts and simply export them using the SalesLoft Chrome extension. SalesLoft will show me my lists of exports and, to their best guess, the full contact information for my exported leads. SalesLoft's data is usually pretty accurate.

In the case that all you have is a company name and a desired job title it can still be a bit manual, but that's what you have virtual assistants for.

Capture (by RingLead)

Capture is a really neat new tool from RingLead that allows you to go to any site or social profile and pull data using a Chrome browser extension.

For example, you can visit a company team page and scrape all team member's names. This allows you to get their contact information and import it directly into Salesforce. The extension allows you to do this from websites, social profiles, job listing sites, spreadsheets, Twitter lists, Google searches, and more.

Capture can even be used within Salesforce to keep existing data up to date, or used with existing external databases to update incomplete or stale data.

Ecquire

Ecquire is another browser add-on that allows you to sync and find new leads in real-time. It can actually pull up leads by hovering on CrunchBase and AngelList as well as LinkedIn and Gmail. If you're using a CRM and want more functionality than Rapportive plus the ability to prospect via other channels, this is a great option.

Since they connect to your CRM, it tells you which contacts on the page are already in the system and which ones are new. It will also add new data for the contact if it's different in the CRM. It's a pretty intuitive piece of software.

Connectifier

Connectifier is one of my favorite new tools. It's another Chrome extension that I can use when looking at any social profile across the web. When you pull up the profile, a sidebar pops up with public and known e-mail addresses and phone numbers that are extremely accurate. Sometimes it can even get people's personal Gmail addresses.

It also provides direct links to other social profiles, such as Meetup, AngelList, and Quora in a way that is similar to Rapportive, but much more robust.

Anyreach

Anyreach allows you to pull all contact information directly off webpages. It's another way to scrape as much data as possible. All you do is plug in a domain using the full URL, (https://www.___.com) and click Go. It will pull all contact information from across the site as the internal crawler goes page by page. They also have a bulk upload tool and an API for those requiring multiple domain look-ups.

SellHack

SellHack is similar to Toofr in that you need to have some current information on your contact to get more information. This is best for individual e-mail look-ups on the go, which you get by using the nifty browser extension. It also has an API for bulk lookups.

The prospector tool that's in the works looks really interesting because it's similar to SalesLoft, but seems to be able to extract data on Github, Stack Overflow, Google+, and Twitter.

Lukewarm E-mailer

Lukewarm E-mailer allows you to scrape Twitter and pull data into a Google Spreadsheet. Then their team goes out to find e-mail addresses or contact information for each cell. It effectively turns Twitter into a lead engine. Try using it with Followerwonk or Little Bird.

Two other solid options for accurate individual e-mail look-ups are **Voila Norbert** and **E-mailBreaker.**

If you're in Ad Tech, try **SellerCrowd**, as mentioned earlier.

If you're in E-commerce check out **Pipetop**.

Have more money than time? You can always use a database like **Data.com**, **Hoovers**, or **ZoomInfo**. However, we found that the data can be stale or the contacts may be getting pounded with e-mails from everyone else using that same database of leads.

E-mail Verification and Enrichment

Now that you've built massive e-mail lists from various data sources, you might want to do two things quickly.

First, make sure the e-mails are verified and don't bounce. High bounce rates can lead to blacklisted domains, which will send your e-mails to people's spam folders. Bad e-mail addresses will also throw off your e-mail optimization efforts and screw up conversion funnel.

Second, enrich the data you have so you get a full lead profile you can work with. This gives you a quick and easy way to turn and email address into a full built out profile on the other person.

BriteVerify

BriteVerify is extremely simple and easy to use. Its service allows you to verify e-mails one-by-one or upload lists to verify multiple e-mails all at once.

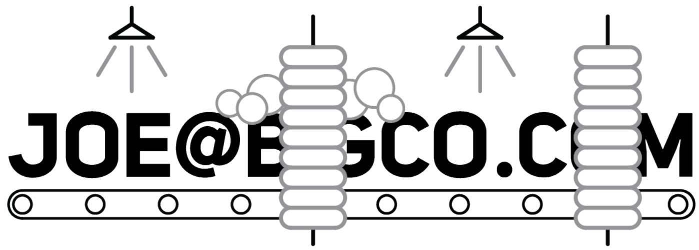
Its API is the best part. It allows you to connect your CRM, POS software, web forms, or mobile applications so that any e-mail that comes in is automatically verified as soon as it's entered into your system.

Also check out new comer **Kickbox.io**.

Clearbit

Clearbit is a really easy-to-use enrichment tool with an API that you can pass a lead through, and it will tell you everything you need to know about that lead. You can pass numerous domain names or e-mail addresses through the API, and they'll fill out a full profile based on that information.

Clearbit is a really good way to clean up new data, fill in the blanks, or keep data clean.



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- Stay tuned for our upcoming Sales Hacker Veterans Training Program where we train War Vets to become Sales Development Reps
- Look out for our Angel List Sales Hacker Syndicate where we invest in and help build elite, early stage B2B SaaS Companies.
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Suggested Reading for Sales Hackers

Publications

- SaaStr
- Bothsidesofthetable
- For Entrepreneurs
- TopoHQ

- Boron Letters
- A Sales Guy
- Heather R Morgan
- Matt Ellsworth
- Vanessa Van Edwards
- Mark Roberge
- Trish Bertuzzi
- Blogs of the companies listed in this book

Books

- Predictable Revenue
- Challenger Sale
- The Rule of Reciprocity
- Greatest Salesman in the World
- 42 Laws of Power
- Salesloft's TOP SECRET SDR Playbook
- Close.io's Startup Sales Guide

Sales Hacker Tool Box and Appendix

Tools Listed A-Z

About the Author

Max Altschuler is the CEO and founder of Sales Hacker, Inc. He's always been fascinated with sales, psychology, technology, and entrepreneurship, and considers himself an entrepreneur first, salesman second.

He was the first sales hire at Udemy, an online education company. He was the first sales hire and built the process that launched the instructor side of their marketplace. Udemy recently raised a $32 million dollar series C round of funding with a value in the hundreds of millions.

Max learned much of his sales hacking while onboarding experts and building out supply, with very few resources.

He's replicated this model as the VP of Business Development at AttorneyFee, which was later, sold to LegalZoom and now operates as LegalZoom Local. He's worked with many SaaS, marketplace, and ad tech companies along the way and truly loves finding new ways to help salespeople become more efficient.

Max started Sales Hacker, Inc. to help other start-ups with fewer resources sell their products and services to large corporations.

Max has a Bachelor's Degree in Interdisciplinary Studies from Arizona State University. He is originally from Syosset, New York and currently resides in San Francisco, when he's not traveling to help people hack sales. He's visited over seventy countries and counting.

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For other inquires about Sales Hacker events or opportunities, contact: **marketing@saleshacker.com**
Follow Max on Twitter at @maxalts
Connect with him on LinkedIn at www.linkedin.com/in/maxaltschuler

Acknowledgements

Special thanks to the people who helped with this book.

To my dad, David Altschuler, who held me accountable for writing this book while I traveled in Bali. To my mom, Karen Altschuler, who probably doesn't understand a word of this book, but supports me in whatever I decide to do with my life.

The original Sales Hacker group: Zander Ford, Ryan Buckley, Tawheed Kader, and Matt Ellsworth, who were all, in one way or another, instrumental in helping me launch Sales Hacker.

The guys who frequently came together for the early meet-ups: Zack Sinclair, J. Scott Zimmerman, Ilya Lichtenstein, Travis Wallis, Brian Kelly, Justin Mares, David Nihill, Jason Lemkin, and others.

To my contributors: Matt Cameron, Daniel Barber, John Barrows, Craig Rosenberg, Emmanuelle Skala, Aaron Ross, John Marcus, Scott Britton, Kyle Porter, Heather R. Morgan, Jorge Soto, J. Ryan Williams, Steli Efti, Jeff Hoffman, Vanessa Van Edwards, Farlan Dowell, Mark Roberge, Kevin Gaither, Ralph Barsi, Wade Foster, and many more.

To all of the founders and employees of the companies that spoke with me.

To Udemy for taking a chance on me.

To my Sales Hacker team that keeps the train moving.

And last but certainly not least, a big thanks to the Sales Hacker supporters over the past year—speakers, sponsors, attendees, readers, contributors, promoters, volunteers, and back-patters. You all rock and I hope Sales Hacker will continue to provide value in your lives and careers.

Please follow me @saleshackerconf and join the Sales Hacker Community.

A portion of the proceeds of this book's sales will go towards supporting the San Francisco-based charity, Muttville Senior Dog Rescue.